



CITY OF SAN ANTONIO

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April 27, 2006

City Auditor
San Antonio, Texas

RE: Management's Corrective Action Plan for the Audit of the San Antonio Police Department – Special Compensation Payments

City Management and the San Antonio Police Department (SAPD) have reviewed the audit report for Special Compensation Payments and herein is a Corrective Action Plan for the recommendations. Having an objective review of the payroll incentive payments has resulted in better information for Management to develop operating strategies for the future that will improve the overall control of special compensation incentives.

Recommendation					
#	Description	Audit Report Page	Accept, Partially Accept, Decline	Responsible Person's Name/Title	Completion Date
Executive Summary (ES)					
ES1	Enhance compliance with the provisions of the Collective Bargaining Agreement (CBA) and discontinue special compensation incentive to ineligible civilian personnel, Chief of Police and Cadets attending the Police Academy. (Detailed Report Recommendation 1, Response Page 2)	9			
ES2	Reduce the number of Field Training Officer (FTO) positions by changing the scheduling of training assignments; and by limiting the incentive payment to months of active training. (Detailed Report Recommendation 2, Response Page 2)	12			
ES3	Ensure that payments of monthly Educational Incentive are based on completed college degrees or college credits related to law enforcement. (Detailed Report Recommendation 3, Response Page 3)	14			
ES4	Ensure that the official date of appointment as a Peace Officer, the date of oath taken, is used to qualify for the Basic Certification Incentive and that date is reported as required by the State of Texas law instead of the date the Cadet enters the Academy Training Program. (Detailed Report Recommendation 4, Response Page 3)	16			
ES5	Revise the City policy related to payroll and special compensation to require Officers to work at least half of a month full-time schedule to qualify for special compensation incentives. (Detailed Report Recommendation 5, Response Page 3)	17			

Recommendation					
#	Description	Audit Report Page	Accept, Partially Accept, Decline	Responsible Person's Name/Title	Completion Date
ES6	Strengthen internal control weaknesses by developing procedures that address: <ul style="list-style-type: none"> Maintaining accurate records of Officers with special assignments, additional education and certifications. These records should be periodically compared to payroll special compensation incentives to validate payroll eligibility. Segregating incompatible administration and approval duties related to payroll special compensation incentives. (Detailed Report Recommendation 6, Response Page 3)	18			
Detailed Report					
1.	Special compensation incentives paid to ineligible personnel <ul style="list-style-type: none"> The Chief of Police should comply with the provisions of the CBA and discontinue special compensation incentive to ineligible civilian personnel, including the Chief of Police and Cadets attending the Police Academy. The City Manager should document the compensation package for the Chief of Police. <p>Action plan: Chiefs of Police have always been paid incentives in line with that of an officer. We agree that these provisions should be enunciated in a memo from the City Manager to the Chief of Police when they are negotiating a compensation package.</p> <p>The civilian employees classified as Cadets receive education pay. On examination of the FY94 City Budget document page 293, under the heading "Education Pay for Cadets" the following statement appears. <i>"In order to attract cadets with college education and to encourage them to remain in the Police Academy throughout the six months' training, an incentive pay will be provided to cadets who have Associates (\$150 a month) or Bachelors (\$250 a month) degrees."</i> Even though this particular statement addresses education pay, clothing allowance has been paid to cadets as far back as 1973 due to the financial hardship of purchasing full sets of uniforms as well as leather gear. The only clothing allowance cadets receive is the initial \$480.00 to purchase their leather gear normally the 5th month of training. They do not receive the monthly \$40.00 until they become probationary officers.</p>	9	Decline		See justification below
		9	Accept	City Manager	Completed
2.	Field Training Officer Program (FTO) The Chief of Police should change the FTO Program to achieve cost savings by reducing the number of FTO positions; changing the scheduling of training assignments; and by limiting the incentive payment to months of active training. <p>Action plan: The FTO has been in place since 1989. During this time frame many modifications have been made to improve the program as well as maintain cost efficiency. With Vacations as well as mandated in-service training, the number of FTO's as well as scheduling of rotation has been found to be the best "fit" for the police department. In addition to this the FTO's are used for other training needs besides the probationary officers and cadets. During the implementation of the Field Entry Reporting the FTO's will be responsible for training for all officers in the field.</p>	12	Decline		See justification below
3.	Education Incentives - Law Enforcement Related Degrees and Courses The City Manager should ensure that payment of the Educational Incentive is based on completed college degrees or college credits related to law enforcement as stated in Article 31 of the CBA.	14	Decline		See justification below

Recommendation					
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	<p>Action plan: The requirement for education incentive pay is governed by the Collective Bargaining Agreement (CBA). The Department has never been specific so far as what type of degrees would be eligible for compensation. Instead it is felt that the desire for a well-rounded education, regardless of the field of study, if preferable to no education. The title of the current CBA article addressing this issue will be changed during negotiations. The Department believes that to alter the current past practice would also lead to violations of the current Collective Bargaining Agreement.</p>				
4.	<p>Peace Officer Certification – State Law versus TCLEOSE Field Book The Chief of Police should ensure that the official date of appointment as a Peace Officer, the date of oath taken, is used to qualify for the Basic Certification Incentive and that date is reported as required by the State of Texas law instead of the date the Cadet enters the Academy Training Program.</p> <p>Action plan: The appointment of cadets to peace officers at the beginning of cadet class instead of at the end of cadet class was done for a particular reason. It is true that it will initially cost \$60 per officer for that period of time they were in cadet class but the fact that our academy is in session for more than 180 days gives rise to another dilemma. Currently we give cadets a physical, a drug test and a psychological evaluation prior to cadet class. If we do not certify them at the beginning of cadet class then we have to give them another physical, drug test and psychological after 180 days which is more cost prohibitive than the \$60 paid for their certification. This is according to Texas Commission of Law Enforcement, §217.1 (a) 11. This certification process is more cost effective than changing the current process.</p>	16	Decline		See justification below
5.	<p>Full Incentives Paid to Officers on Active Duty Military Leave The Chief of Police should revise the City policy related to payroll and special compensation to include a directive to require Officers to work at least half of a month full-time schedule to qualify for special compensation incentives.</p> <ul style="list-style-type: none"> Action plan: Officers are eligible to exercise that portion of the CBA that states "All police officers permanently assigned to begin work after 12:00 p.m.; including but not limited to shifts currently referred to as the Evening "B" or "Dog Watch" "C" shifts are to receive \$350 per month differential pay." The fact that these officers are permanently assigned is evident. The practice of paying them is the same as if they were on vacation for several months and did not come in at all. This should be addressed in the upcoming CBA to limit eligibility to officers who work a minimum of 80 hours. 	17	Partially Accept	Assistant Chief Tyrone Powers	During contract negotiations

6.

Internal Control Weaknesses Related to Special Compensation

The Chief of Police should strengthen internal control weaknesses by developing procedures that address:

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Accept

Assistant Chief
Tyrone Powers

January 2007

- Maintaining accurate records of Officers with special assignments, additional education and certifications. These records should be periodically compared to payroll special compensation incentives to validate payroll eligibility.

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Accept

Assistant Chief
Tyrone Powers

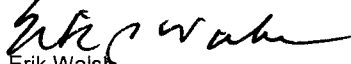
January 2007

- Segregating incompatible administration and approval duties related to payroll special compensation incentives.

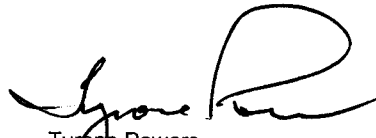
- **Action plan:** The SAPD has the most difficult payroll system in the City. This has come about because of the collective bargaining agreement. The distribution of responsibility for entry and approval could no doubt use some improvement. The shortage of personnel in the Accounting and Personnel office is in the process of being addressed and when accomplished this will give the department more resources to implement additional checks and balances. In addition, the department's fiscal operations manager will continue to work with ERM to develop necessary programs to audit all processes that existed under the legacy system.

SAPD appreciates the City Auditor's comments on the SAPD's special compensation payroll. SAPD is committed to address the recommendations in the audit report and the plan of action presented. In addition, City Management and Police staff will brief the new Police Chief on this audit and its findings.

Sincerely,



Erik Walsh
Assistant City Manager



Tyrone Powers
Assistant Chief